CANADIAN COAST GUARD AGENCY

2009-2010 YEAR END REPORT

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MESSAGE FROM THE COMMISSIONER

This document provides a report, as of March 31, 2010, on the progress made by the Coast Guard against its commitments for 2009-10, as outlined in its Agency 2009-12 Business Plan.

Commitments related to the 2007 Report of the Auditor General are flagged with the acronym AG. Commitments related to the Coast Guard's 2006 A-base review are identified by "A-base" and those related to the 2005 Public Service Employees Survey are identified by "PSES".

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

- ☐ Green: The project or deliverables were completed and approved by March 31, 2010.
- ☐ Yellow: Due to external factors, the project or deliverables were not fully completed by March 31, 2010, as planned.
- ☐ Red: The project or deliverables are substantially incomplete.

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

George Da Pont
Commissioner, Canadian Coast Guard

FOCUS ON CLIENT SERVICE

1.0 Improving Client Service

1.1 Levels of Service Review

Objective:
To ensure the Levels of Service are precise and understood by all Coast Guard managers and stakeholders, and applied consistently throughout the country. Through advisory boards, we will have an opportunity to develop a common understanding, assess existing levels of service and any perceived gaps, as well as, discuss requests for enhanced services raised by external and internal users of our services.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Reissue *Levels of Service and Service Standards* document.	AG A-Base	DG, MS[1]	►The *Levels of Service and Service Standards* document has been updated based on feedback from clients and an internal review. It has been republished on the CCG internet website.
Develop and implement an ongoing Levels of Service engagement strategy, by program.		DG, MS	►CCG programs have each completed an ongoing client engagement strategy as part of the work being done on the Strategic Program Framework. Implementation of these individual strategies is underway.

1.2 Service Level Agreements with DFO Clients

Objective:
To contract a service and to formally define the level of service between DFO and its clients. CCG already maintains formal service agreements with clients external to the Department.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Implement Service Level Agreements with Science and Fisheries and Aquaculture Management as a three year pilot, and review and improve performance measures.	AG A-base	DG Fleet [2]	►Service Level Agreements (SLA) were signed in April 2009 with DFO Fisheries and Aquaculture Management and Science. Funding transfers have taken place and first quarterly report to Science and Fisheries and Aquaculture Management clients was provided, as planned. Quarterly meetings were held at the DG level with both sectors as per SLA. Ongoing improvements have been incorporated and reporting quality has improved. A comprehensive year-end quantitative and qualitative report will be developed.

2.0 Supporting Government of Canada Priorities

2.1 Development of the CCG Maritime Security Framework

Objective:
To present a series of considerations related to the Coast Guard contribution to Canada's national security. Background information is offered to provide an understanding of the Coast Guard contribution within the collective federal effort to enhance Canada's national security.

[1] Director General, Maritime Services
[2] Director General, Fleet

Commitment	Lead	Results Achieved/ Status
2009-2010		
Finalize the CCG Maritime Security Framework.	Deputy Commissioner	►Has been completed and distributed to security partners.

2.2 Environmental Management Framework

Objective:
To make specific, voluntary commitments to improve environmental outcomes for Canadians, as part of DFO's 2007-2009 Sustainable Development Strategy, by reducing CCG's environmental footprint and developing a health, safety and environmental management system.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Put in place an Environmental Management Framework to establish the principles and considerations necessary to begin addressing greening of government priorities, including reductions in greenhouse gas emissions.	DG, ITS[3]	►The Environmental Management Framework development is ongoing but due to the time constraint and management of Economic Action Plan files, it will not be delivered until 2010-2011.

FOCUS ON EFFICIENCY AND EFFECTIVENESS

3.0 Renewing the Fleet and Shore-based Assets

3.1 Procurement of New and Replacement Vessels

Objective:
To procure new vessels to replace those that are beyond their operational life.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Mid-Shore Patrol Vessels			
Award contract to build up to 12 Mid-Shore Patrol Vessels.	AG A-Base	DG, MCP[4]	► In 2009, the Government of Canada announced that Irving Shipbuilding Inc., of Halifax, NS, had been awarded a contract for the design and construction of nine Mid-Shore Patrol Vessels (MSPVs). The first MSPV is scheduled for delivery in 2011.
Offshore Fishery Science Vessels			
Launch detailed design activities for Offshore Fishery Science Vessels.	AG A-Base	DG, MCP	►In 2009-2010, the concept design work was finalized for the Offshore Fisheries Science Vessels. The Work Scope Definition and associated Design Instructions and Guidance documents were also developed.
Offshore Oceanographic Science Vessel			

[3] Director General, Integrated Technical Services
[4] Director General, Major Crown Projects

Launch detailed design activities for the Offshore Oceanographic Science Vessel.	AG A-Base	DG, MCP		►During 2009-2010, the concept design work was finalized for the Offshore Oceanographic Science Vessel. The Work Scope Definition and associated Design Instructions and Guidance documents were also developed.
Polar Icebreaker project				
Finalize Polar Icebreaker Preliminary Project Approval document for submission to Treasury Board.	AG A-Base	DG, MCP		►In 2009-10, following Preliminary Project Approval by Treasury Board, the Polar Icebreaker project activities included completion of the mission profile, stakeholder consultations and validation of operational requirements.

3.2 Accelerated Vessel Procurement and Repair

Objective:
To enhance fleet renewal and vessel maintenance initiatives and strengthen our overall capacity, particularly in Search and Rescue and Environmental Response, across the country.

Commitment	Lead		Results Achieved/ Status
2009-2010			
47' SAR Motor Lifeboats			
Award contract to build five 47 ft SAR Motor Lifeboats.	DG, MCP		►On August 4, 2009, the Government of Canada announced that Victoria Shipyards Ltd., of Victoria, British Columbia, had been awarded a contract for the construction of five 47 ft SAR Motor Lifeboats.
Vessel Life Extensions			
Award contract and complete Vessel Life Extension for:			
• CCGS Limnos	DG, ITS		►Vessel Life Extension work was completed and the vessel will return to the CCG base on May 25, 2010.
• CCGS Tracy	DG, ITS		►The Vessel Life Extension work was completed and the vessel will return to the CCG base on May 18, 2010.
• CCGS Bartlett	DG, ITS		►Majority of the work was completed and the vessel will return to the CCG base on May 28, 2010.
Award the contract to build two 18m Science Vessels.	DG, ITS		►The contract for the construction of the two vessels was awarded and delivery of vessels is still on track for March 2011.
Award the contract to build a 24m Science Vessel.	DG, ITS		►The contract for the construction of the vessel was awarded and the delivery of vessel is still on track for March 2011.
Plan and complete $19M of additional vessel refits.	DG, ITS		►Refit work was completed as planned, additional refit work was advanced from year 2 of the

			Economic Action Plan and also completed this year.
Replacement Environmental Response Barges			
Award the contract to build 30 replacement Environmental Response Barges.	DG, ITS		►Contracts to build Environmental Response Barges were awarded. The contract to build 15 PRV II was awarded March 22, 2010 and the contract to build 15 PRV III was awarded March 31, 2010. The expected delivery date for the 30 ER barges (PRV II and III) is March 31, 2011.
Small Craft Acquisition Program (SCAP)			
Purchase and acceptance of 30 small craft.	DG, ITS		►30 small craft were delivered.

3.3 Integrated Investment Plan

Objective:
To develop an Integrated Investment Plan in Coast Guard under the new Treasury Board Secretariat Policy on Investment Planning – Assets and Acquired Services. This document will inform government decision-making on resource allocation by linking Agency strategy with investments in assets and acquired services.

Commitment	Lead		Results Achieved/ Status
2009-2010			
Develop an Integrated Investment Planning Framework and Integrated Investment Plan.	DG, IBMS[5]		►CCG has developed an Integrated Investment Planning Framework and Plan. The CCG Investment Plan is being reviewed by Central Agencies and will subsequently be published.

4.0 Modernization through Innovation and Technology

4.1 Aids to Navigation of the 21st Century (AToN21)

Objective:
To reaffirm our commitment to innovation and continuous improvement with the Aids to Navigation of the 21st Century initiative (AToN21), while maintaining our strong tradition of service and safety.

Commitment		Lead		Results Achieved/ Status
2009-2010				
Complete the modernization of three additional aids to navigation directives.	AG	DG, MS		►Modernization of the three aids to navigation directives have been completed.
Produce an AToN21 project close-out report.	AG	DG, MS		►The AToN21 Final Report was completed and approved by CCG senior management in the Fall of 2009. It will be published on the CCG website in May 2010.

4.2 e-Navigation

Objective:
To implement e-Navigation in a coordinated and organized manner in Canada which significantly enhances safety, have positive economic effects, and increase environmental protection. e-Navigation is a concept that involves a broad range of navigation systems and services.

[5] Director General, Integrated Business Management Services

Commitment		Lead	Results Achieved/ Status
2009-2010			
Identify mariners' requirements for e-Navigation.	AG	DG, MS	►A survey on mariners' requirements with regards to e-Navigation has been conducted in person across the country and electronically. Results will be used domestically and shared internationally.
Begin to develop an implementation strategy.		DG, MS	►An integrated approach with regards to the management of maritime information is under development. The outcome will inform the preparation of an implementation strategy to align the various CCG systems in support of our projected information/transaction needs, including e-Navigation.

4.3 Upgrade Vessel Traffic Information Systems

Objective:
To standardize the use of the Information System on Marine Navigation (INNAV) for all of Canada. This will allow Vessel Traffic Operator Support System (VTOSS) to be decommissioned in 2010-2011, leaving CCG with one national system for vessel traffic management. Coast Guard currently operates two separate systems in Canada for vessel traffic management: VTOSS on the West Coast and INNAV for the rest of Canada.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Commission Vessel Traffic Management Information System (VTMIS) - Information System on Marine Navigation (INNAV) on Windows XP platform including Automatic Identification System (AIS) functionalities for East Coast Marine Communications and Traffic Services (MCTS) Centres.	DG, ITS	►System was successfully deployed on the East Coast (17 MCTS Centers) with AIS functionalities. The AIS functionality that was developed is being used by MCTS Operations.
Interface VTMIS-INNAV with Long Range Identification and Tracking System (LRIT).	DG, ITS	►With international LRIT implementation completed during fiscal year 2009-10, system stakeholders are now in a position to articulate their operational statement of requirements (OSOR) in relation to a potential LRIT interface with the VTMIS-INNAV system. CCG is ready with its requirements but timelines have slipped internationally and the OSOR is now expected to be complete by mid 2010-2011.
Install VTMIS-INNAV technical training platform at the CCG College (for training of ITS technical support personnel).	DG, ITS	►The platform was installed in September 2009 and the first technical training session took place according to schedule. Currently the CCG College is planning to have another technical training session in November 2010.
Upgrade VTMIS-INNAV to include AIS interface and required functionalities for West Coast vessel traffic regulation.	DG, ITS	►The modifications to VTMIS - INNAV according to Pacific Region requirements have been made.

4.4 Research and Development Strategy

Objective:
To lay the groundwork for enhanced framework conditions for research and innovation and adapt specific policies and supporting instruments to the changing nature of innovation.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Begin to develop a Research and Development strategy for CCG.	DG, MS	► An inter-regional, multi-functional focus group developed a strategy and obtained CCG senior management approval on a "Way Forward". ►Subsequent work on the strategy evolution and actioning is on-going.

5.0 Strengthening Management

5.1 Vessel Maintenance Management Review

Objective:
To provide options and recommendations for assistance in the transition and implementation of a corporate-wide maintenance management system, and a practical evaluation of the Coast Guard's organizational, structural and cultural capacity to achieve this transition. The Vessel Maintenance Management Review (VMMR) project was established as a key deliverable in response to findings in the Auditor Genera's report in 2007.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Implement the CCG Vessel Maintenance Management Policy Governance (CCG Authority and Accountability Directive for Vessel Maintenance Management).	AG	DG, ITS	►The Authority and Accountability Directive has been signed by DG Fleet, DG ITS and the Commissioner. It is published on the Vessel Maintenance Management intranet site and a message from the Desk of the Commissioner along with a Fleet Circular has been distributed.
Finalize CCG vessel condition assessment for all CCG vessels, and develop a Vessel Continuous Condition Survey Program.	AG	DG, ITS	►High level, fleet wide condition assessments were completed to form part of the Fleet Renewal Plan. Additionally, in depth vessel condition assessments have been completed for all CCG vessels. ►A Vessel Continuous Condition Survey Program has been developed.
Begin to establish a Centre of Expertise for Vessel Maintenance Management and prepare to add 69 positions over 3 years to directly support CCG regions and vessels.		DG, ITS	►Project approval for the implementation of the Center Of Expertise (COE) for vessel maintenance has been received and the Organization Structure Management Board has approved the required organizational change. An interim manager of the COE has been assigned and staffing actions are underway.

5.2 Salary Management Information System

Objective:
To develop standard common data-entry practices for our Salary Management Information System as recommended in the CCG's 2006 A-Base review.

Commitment	Lead	Results Achieved/Status
2009-2010		

Put into practice the common Salary Management Information System procedures.	AG A-Base	DGs and ACs[6]		►Training and implementation of procedures are completed.

5.3 Review of the Working Relationship with DFO's HRCS

Objective:
To assess our relationship with DFO's Human Resources and Corporate Services (HRCS) and to ensure that consistent levels of support are provided to CCG across the regions as recommended in the A-Base Review. Also, to develop a new Service Level Agreement (SLA) that describes services provided to CCG and performance measures. We will focus on promoting the consistent application of business practices in the key areas identified in the review of the CCG-HRCS working relationship.

Commitment		Lead		Results Achieved/ Status
2009-2010				
Implement a new Service Level Agreement (SLA) while continuing to improve the Agreement in consultation with the Human Resources and Corporate Services Sector.	A-Base	AC, NL[7] HRCS		►Implementation of a new Service Level Agreement is underway.
Develop national common practices regarding the Duty to Accommodate and Return to Work protocols.		AC, NL HRCS		►A review has been completed and recommendations have been developed for Senior Management decision.
Review existing regional warehousing arrangements and requirements, and develop a service delivery model that aligns with the CCG/HRCS Service Level Agreement.		AC, C&A[8] HRCS		►A review of existing regional warehouse arrangements is completed. A service delivery model that considers the HRCS Service Level Agreement will be developed in fiscal year 2010-2011.
Complete a national review of issues related to the maintenance of Category II real property sites, and propose options for addressing the long-term capital needs of the Real Property, Safety and Security Branch.		AC, Maritimes HRCS		►This project was revised to focus on the standardization of roles and responsibilities in relation to life cycle management of the category II sites that CCG uses and for which Real Property, Safety and Security directorate is the custodian. National consultation has taken place and a report generated. The roles and responsibilities have been defined in detail and are recommended for implementation throughout the country.

5.4 Stand-by Arrangements

Objective:
To review how stand-by arrangements are currently administered in each region and identify options to standardize the application of this practice. Employees in designated groups, primarily those of an operational and technical nature, are required to be available on stand-by during off-duty hours to return to duty as quickly as possible, if called.

Commitment	Lead	Results Achieved/ Status
2009-2010		
Conduct a review of regional stand-by	AC, C&A	►A comprehensive review of regional standby

[6] Directors General and Assistant Commissioners
[7] Assistant Commissioner, Newfoundland and Labrador
[8] Assistant Commissioner, Central & Arctic

arrangement policies currently in force in all directorates and develop a strategy for consistent utilization across functions and regions.			arrangements was completed and recommendations for consistent utilization were approved by CCG Management Board.

5.5 Communication Protocols

Objective:
To improve communications processes and protocols across CCG in order to provide senior management with the information required to support decisions in emergency situations. A working group will be established to review the processes currently in place in CCG regions, at headquarters, and with interdepartmental Emergency Preparedness partners.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Review CCG communications protocols related to emergency situations and provide recommendations for improvements.	A-Base	AC, Quebec	►The information gathering process on actual protocols has been completed for all regions and the headquarters. ►The analysis has been completed and recommendations for improvement were presented to the CCG Management Committee on April 1, 2010. ►Improvements will be implemented in 2010-2011.

5.6 CCG Performance Measurement Framework

Objective:
To identify what performance measures would be relevant and meaningful to our clients and stakeholders by managing a client consultation web-based questionnaire. The questionnaire provided comments from stakeholders on the CCG Performance Measurement Framework (PMF).

Commitment		Lead	Results Achieved/ Status
2009-2010			
Analyze input from the web-based questionnaire on CCG performance measures.	AG	DGs	►Analysis has been conducted and letters have been sent back to clients explaining what we have done with their comments and also making linkages to guide the development of on-going Maritime Services' Levels of Service work.

5.7 Strategic Program Framework for CCG's Maritime Services Programs

Objective:
To strengthen the effectiveness and efficiency of Maritime Services programs through implementing the Strategic Program Framework that is based on the widely accepted federal program management principles outlined in the Government of Canada Management Accountability Framework. As each program is reviewed, tailored plans are developed to ensure that program management is strengthened and our efforts are concentrated on priority areas.

Commitment		Lead	Results Achieved/ Status
2009-2010			

Complete a systematic examination of all Maritime Services programs, using the Strategic Program Framework and develop a plan for each program.	DG, MS		►A systematic examination of all Maritime Services programs using the Strategic Program Framework has been completed. ►Drawing on these examinations, action plans have been developed for each of the Maritime Services programs. All plans have been reviewed and approved by CCG's Maritime Services Executive Board. ►A Maritime Services Consolidated Action Plan was developed to clearly communicate priorities and program objectives across all regions.
Engage Maritime Services key partners to clarify needs, capacities, roles, responsibilities, and accountabilities.	DG, MS		►Maritime Services has clarified programs' needs, capacities, roles, responsibilities, and accountabilities in relation to its key partners who have been identified as being Fleet and ITS Directorates within CCG. ►In addition, Maritime Services started to examine its relationship with key partners outside CCG, including Transport Canada, Environment Canada, and DFO's Canadian Hydrographic Service.

5.8 Stronger Canadian Coast Guard Identity

Objective:
To continuously seek opportunities to strengthen the Canadian Coast Guard's identity and celebrate its the traditions, values, and culture that make the Agency a proud national institution.

Commitment	Lead		Results Achieved/ Status
2009-2010			
Implement the web governance model and publishing processes which will be the first step towards creating a sustainable internet presence for CCG.	DG, IBMS		►The web governance model and publishing processes were implemented by establishing a formal committee structure under the auspices of the CCG Management Board and by refining and standardizing web publishing processes.
Conduct a review of applying the CCG uniform wear to the Marine Communications and Traffic Services and Environmental Response program groups. Bring forward findings and recommendations to Senior Management for decision.	AC, NL		►The review has been completed and recommendations have been developed for Senior Management decision.

FOCUS ON PEOPLE

6.0 Effective Management of Our Workforce and Workplace

6.1 Recruitment and Diversity

Objective:
To identify the occupational groups that are the most at-risk and use targeted recruitment to improve diversity within the Coast Guard in accordance with the *CCG 2009 - 2012 Strategic Human Resources Plan*.

Commitment	Lead		Results Achieved/ Status

2009-2010			
Ensure the Operational Women's Network is fully engaged.	DG, Fleet		►Project officer is in place. The Operational Women's Network is officially included as a sub-committee of the Fleet Executive Board. Website with communications protocols for members is being developed.
Establish a semi-annual report card system to track progress on the 2008-2011 Employment Equity Management Action Plan.	DG, IBMS		►A semi-annual report card system has been developed, approved, and implemented in order to track the progress on the 2008-2011 Employment Equity Management Action Plan.

6.2 Training and Learning

Objective:
To develop a Learning and Development Framework in the Canadian Coast Guard with a goal of improving national consistency in the planning, management and delivery of training. The Framework will be distributed throughout Coast Guard, and clear and transparent learning and development budgets will be established. Investments in people (e.g. employee development, career progression and skills development) will be resourced to the extent possible, within available budgets.

Commitment	Lead		Results Achieved/Status
2009-2010			
Continue second phase of the national Leadership Development Pilot Program.	AC, NL		►The second phase has been completed. An evaluation of program results is underway.
Promulgate the final version of the Learning and Development Framework.	AC, Pacific		►The Canadian Coast Guard Learning Framework was finalized and distributed.
Review of training and development expenditures from the past two years.	AC, Pacific		►Report on training and development expenditures has been completed. Next steps are being reviewed by the Executive Director of National Labor Force Renewal Directorate for further follow up.
Enhance CCG College official language training capacity.	ED, CCGC[9]		►An enhanced language program model has been identified. Integrating the new model into the four-year Officer Training Program is under development.
Continue work to ensure that all CCG employees have a learning plan.	DG IBMS (with all CCG Managers)		►CCG continued to promote learning plans to all CCG employees and managers by disseminating an annual call-letter along with various supporting documents and reference tools.
Establish clear and transparent learning and development budgets.	DGs and ACs		►Learning and development budgets have been established by each region and monitored on a monthly basis via CCG's internal reporting exercise. These budgets are also discussed during various committee meetings, up to and including CCG's Management Board, therefore they are clear and transparent across the Agency.

[9] Executive Director, Canadian Coast Guard College

Develop action plan related to the observations of the Office of the Commissioner of Official Languages (OCOL) following the review of second language capacity in the Maritimes Region.		AC, Maritimes	►Action Plan has been developed and accepted by OCOL. Implementation is underway.

6.3 Improve National Consistency in Human Resources Management

Objective:
To improve national consistency of human resources management through two key initiatives, the Standard Organization ensures that the Coast Guard conducts its business consistently from region to region, and our Performance Review System offers an achievable, sustainable and flexible process that allows all employees to receive a performance review.

Commitment		Lead	Results Achieved/ Status
2009-2010			
Launch and begin transition to standard organization, which includes finalizing development of national model work descriptions for technical and seagoing positions.	AG A-Base PSES	DG IBMS (with DGs and ACs	►The Standard Organization has been launched and the transition phase has begun, including the development of operational and non-operational national model work descriptions.
Assess the results of the 2008 Public Service Employee Survey (PSES) and distribute the findings to employees and bargaining agents.		DG, IBMS	►Public Service Employee Survey results were assessed and communicated to employees and unions. Resulting actions will be incorporated in both the *2010-2013 Canadian Coast Guard Business Plan* and the *2010-2013 Strategic Human Resources Plan*.

KEY INITIATIVES – ONGOING SERVICES

Post-Panamax Study, St. Lawrence River

Commitment	Lead	Results Achieved/Status
2009-2010		
Develop recommendations on operational conditions and restrictions for vessels based on the Post-Panamax study.	DG, MS (with AC, Quebec)	►As of April 2010, CCG is still working in collaboration with Transport Canada, the Laurentian Pilotage Authority and shipping industry representatives to complete the report on the Post-Panamax Study. Some portions of the study, including recommendations and proposed next steps, need further investigation that may delay the completion of the report until summer 2010.

NAVAREAS

Commitment	Lead	Results Achieved/Status
2009-2010		
Initial testing of operating condition.	DG, MS (with DG, ITS and AC, C&A)	►Installation and testing of equipment is complete at the Prescott Marine Communications and Traffic Services Centre. Ongoing provision of an operational specialist and technical support will

			be provided by Central & Arctic region. Training to fulfill NAVAREAS obligations has been completed and is ready to be declared fully operational. ►Budget 2010 provided the Coast Guard $2.2 million, over two years. This will enable us to commence the initial testing phase of the service in the summer of 2010, and then make appropriate adjustments, and fully launch the NAVAREA transmission service in 2011-2012.

Canada Shipping Act, 2001

Commitment		Lead	Results Achieved/Status
2009-2010			
Support Transport Canada (TC) in the development of new Vessel Traffic Services Regulations and in an enforcement strategy.		DG, MS	►CCG has been providing technical support to Transport Canada for the development of new *Northern Canada Vessel Traffic Services (VTS) Regulations (NORDREG)*; new *Vessel Traffic Services (VTS) Zones Regulations* were published in the Canada Gazette Part I on February 27, 2010. These new Regulations are expected to be enacted for the start of the Arctic navigation season of 2010.

Marine Communications and Traffic Services Technical Training

Commitment		Lead	Results Achieved/Status
2009-2010			
Develop a refresher course and implementation strategy for existing Marine Communications and Traffic Services (MCTS) Officers.		DG, MS (with ED, CCGC)	►The MCTS Officer refresher course and implementation strategy have been developed and a pilot course was delivered in April 2010.

Search and Rescue Needs Analysis

Commitment		Lead	Results Achieved/ Status
2009-2010			
Develop a plan to implement the appropriate recommendations from the Search and Rescue needs analysis.	AG A-Base	DG, MS	►An action plan has been developed and approved by CCG senior management. Eleven of the 55 recommendations have been completed. Ten additional priorities have been identified for completion over the next 12 months with the remaining 34 identified for subsequent years. The action plan will be posted to the CCG website May 2010.

Search and Rescue Capability

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete the workload analysis, analyze findings and develop action plan.	DG, MS	►The workload analysis for the SAR Mission Coordinators has been completed. The working group has analyzed the findings and developed recommendations. An action plan has been developed and approved by CCG senior management.

Health of the Oceans

Commitment	Lead	Results Achieved/ Status
2009-2010		
Complete acquisition and distribution of equipment packages.	DG, MS (with AC, C&A)	►All substantive components of the equipment packages have been purchased and assembled. Western Arctic packages are pre-positioned for distribution in the Arctic, the remaining packages will be distributed in Shipping Season 2011.

Review of the National Environmental Response Strategy

Commitment		Lead	Results Achieved/ Status
2009-2010			
Consult partners on the National Environmental Response Strategy.	SDS[10]	DG, MS	►Draft Environmental Response Strategy is being developed, consistent with the Strategic Program Framework direction. Consultation with partners, Transport Canada and Environment Canada, took place in March 2010.
Draft a National Training Plan in consultation with CCG regions.		DG, MS	►A draft National Environmental Response Training Plan has been completed in conjunction with the CCG College, and regional Senior Response Officers. Comments on the training plan are being solicited and will be incorporated into a future update. ► A statement of work is underway for the development of appropriate competency profiles to guide course development.
Design and conduct a Spill of National Significance tabletop exercise that includes federal and industry partners.		DG, MS	►Phase I of the exercise was conducted in March 2010. The exercise "lessons learned" report has been submitted to CCG senior management.

Brigadier General M. G. Zalinski

[10] Sustainable Development Strategy

Commitment	Lead	Results Achieved/ Status
2009-2010		
Develop an oil removal operation funding proposal.	DG, MS	► Action plan refined, all components costed and options identified to address the pollution threat. ►Options were prepared for the Commissioner's approval and a Statement of Work has been completed to contract for a Technical Assessment of the condition of the vessel and the disposition of remaining fuel. ►Upon completion of the Technical Assessment a decision will be made by CCG senior management concerning the mitigation of any potential pollution threat and corresponding funding requirements. ►Monitoring of pollution reports is ongoing through existing protocols.

Environmental Response Services Technical Training

Commitment	Lead	Results Achieved/ Status
2009-2010		
Finalize and implement a framework and strategy for technical training.	DG, MS	► Elements with respect to technical training have been incorporated into the draft National Environmental Response (ER) Training Plan. Training Plan will be finalized when the competency profiles are completed. ►In response to the 2010 Internal Audit of Environmental Response Services, the program is committed to defining training requirements within a National Training Plan for all ER positions and functions.

Automatic Identification System/Long Range Identification and Tracking System

Commitment	Lead	Results Achieved/Status
2009-2010		
Install all required Automatic Identification System equipment and commission the fully operational system.	DG ITS, (with ACs)	►Project schedule was delayed 2-3 months due to a failed software acceptance test by the prime contractor. Software has now been accepted and project will be completed by early fall 2010.

Ongoing Improvements in Fleet Management

Commitment		Lead	Results Achieved/Status
2009-2010			
Complete architecture design for Fleet Activity Information System (iFleet) upgrade project.	AG	DG, Fleet	►The Project is following project plan and schedule.

Revise the Fleet Renewal Plan.		DG, Fleet	►CCG has consulted extensively within DFO and with other government departments and Central Agencies in revising and updating its Fleet Renewal Plan. CCG will continue to develop the Plan in line with Government direction. ►Federal Budget 2010 provided $27.3M for the replacement of an Air Cushioned Vessel (ACV) for the Pacific Region.
Publish and maintain an intranet-based Fleet Management E-Manual.		DG, Fleet	►The E-manual is published and finalized. It will be maintained on a regular basis as an evergreen document.
Finalize standardized crewing matrix predicated on competency (crewing) profiles.		DG, Fleet	►All Ship Profiles have been finalized and posted on CCG vessels. Work is progressing on the crewing profiles during maintenance/refit periods.

Improved Maintenance of the Existing Fleet

Commitment		Lead	Results Achieved/Status
2009-2010			
Implement the *Engineering and Maintenance Manual* for Fleet Vessels.	AG	ACs	►The E&M Manual has now been integrated into the Vessel Maintenance Management Framework (VMMF) of which the first part, CCG Authority and Accountability Directive for Vessel Maintenance Management (ref CCGBP-5.1 (Page 20)), has been distributed (summer 2009) and is being audited in conjunction with the regular safety management system audit program. The remainder of the VMMF will be promulgated on an incremental basis starting in the spring 2010. Regional process development workshops and briefings of senior Fleet officers on the above have also occurred throughout the year.

Fleet Human Resources Initiatives

Commitment	Lead	Results Achieved/Status
2009-2010		
Initiate research on vision standards for seagoing personnel.	DG, Fleet	►No responses were received on two Requests for Proposals. Marine Personnel Branch is working with Transport Canada to incorporate CCG requirements into the new Transport Canada-led national standard for Canadian seafarers. An action plan to address Bona Fide Occupational Requirements for vision for seagoing positions that are linked to national and international regulatory requirements will be implemented in FY 2010-2011.

Develop a Ships' Crew Certification Program.		DG, Fleet	►Completed the development of requirements in the Engine Room and Navigation streams for Ships' Crew to become Ships' Officers. The development of detailed syllabi for each of the specific certificates modules and the implementation of the Ships' Crew Certification Program will be initiated in FY 2010-2011.

Asset Management System

Commitment		Lead	Results Achieved/ Status
2009-2010			
Install Asset Management System complete with the maintenance management module onboard another 24 vessels.	AG	DG, ITS	►The objective was met with a total of 27 installations completed this fiscal year.

Management of Information Technology Security (MITS)

Commitment	Lead	Results Achieved/Status
2009-2010		
Implement Management of Information Technology Security (MITS) governance structure.	DG, ITS	►The Management of Information Technology Security (MITS) Governance was implemented this fiscal year. The Information Technology Security Coordinator (ITSC) roles within HQ and regions have been established and the functions are being fulfilled according to the MITS standard.

Technical Solution Centres (Electronics)

Commitment	Lead	Results Achieved/Status
2009-2010		
Implement the Technical Solution Centres (Electronics).	ACs	► Work is progressing for the deployment of the Electronic and Informatics TSC in all regions with all equipment having been procured, training and facilities in place in 2 of the 4 regions still to implement, training and implementation targeted for May in Pacific region and NL will be implementing a modified distributed process in 2010-2011.

Improved Maintenance of Existing Shore-based Infrastructure

Commitment	Lead	Results Achieved/Status
2009-2010		

Develop standardized engineering and maintenance manuals for selected CCG assets:	AG		
• Initiate the development of an engineering and maintenance manual for marine and civil infrastructure, including communications and training materials.	DG, ITS		► The Maritime and Civil Infrastructure Engineering and Maintenance Manual has been initiated. It is now 85% complete and will be 100% complete and in use by summer 2010.
• Develop the strategy and procedures for the development of maintenance plans for shore-based infrastructure.	DG, ITS		► A strategy for the development of the maintenance plans has been completed and the corresponding procedures will be developed this year.

Lifecycle Management System Guidance Manual

Commitment	Lead	Results Achieved/Status
2009-2010		
Provide the required training on the Lifecycle Management System guidance manual.	ACs	► Delivery of the training was done between October and March, 2010.

The Engineering Community

Commitment	Lead	Results Achieved/Status
2009-2010		
Conduct high level gap analysis related to engineering requirements.	DG, ITS (with DG, MCP)	► The high level gap analysis has been completed and was included as an element of the Engineering Community Workforce Solutions Action Plan.
Develop an Engineering Community Workforce Solutions Action Plan.	DG, ITS (with DG, MCP)	► The Engineering Community Workforce Solutions Action Plan has been developed and a first draft will be presented to the Technical Executive Board and subsequently Management Board in spring 2010 for approval.

Marine Electronics Development Program

Commitment	Lead	Results Achieved/Status
2009-2010		
Review the Marine Electronics Development Program for areas of improvements.	DG, ITS	► The MELDEV program was revised based on lessons learned from the first national collective selection process. A second national collective selection process was carried out this fiscal year resulting in a partially assessed pool of 69 candidates to fill the 18 available positions across

		Canada.

CCG College Transformation

Commitment	Lead	Results Achieved/Status
2009-2010		
Finalize the College Transformation Plan.	ED, CCGC	►Transformation Plan is finalized.

International Activities

Commitment	Lead	Results Achieved/Status
2009-2010		
Host Canada-US Coast Guard Summit in Quebec City, Quebec.	Commissioner	►Canada-US Coast Guard Summit was held in Quebec City, June 25 and 26, 2009.
Host Experts' meeting of the North Pacific Coast Guard Forum in Victoria, British Columbia.	AC, Pacific	►Successful expert meeting was held from March 22 – 26th, in Victoria, BC.